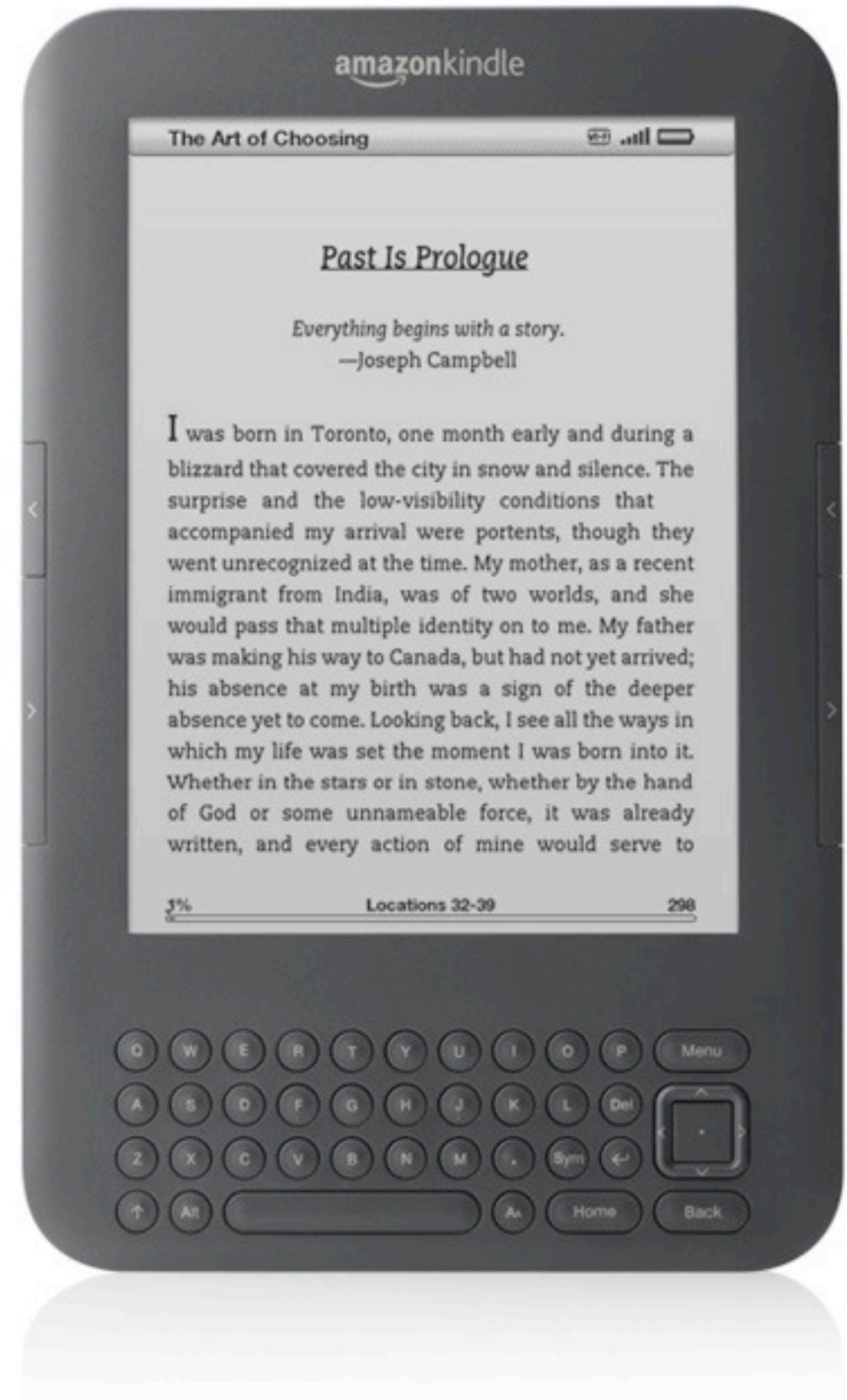


10 Piles of 10 Coins Each  
Each Coin is One Pound  
One Pile is FAKE (Each  
Coin is 0.9 Pounds)  
Find the Fake Pile With  
ONE Measurement



# 20 x 20

Six Theories in 20 slides x 20 seconds

# Three Brilliant Articles

E. L. Quarantelli

*Major Criteria for Judging  
Disaster Planning and Managing  
Their Applicability in Developing  
Societies.*

Process, Not Result

A Holistic Process....

Disasters vs.  
Emergencies vs.  
Catastrophes



Affects vs. Effects

# Coordination vs. Control

# Principles vs. Details

Likely vs. Worst-Case

Connections + Gaps  
vs. “the How”

# Proactive vs. Reactive

# Facts vs. Myths

Shelter....



Panic....

Looting....

Needing “Rescue”....

Communication is  
NOT a Problem, it is a  
Condition....

# Planning vs. Managing

The How, Not the  
Who....

“Doing It” is  
Self-Reinforcing

Russell Dynes



*The Importance of Social  
Capital in Disaster  
Response*

Hazards are Physical  
Disaster are Social

Physical Capital vs.  
Human Capital vs.  
Social Capital

# Obligations & Expectations

# Minding My Own Business

61% vs. 46% Rescued  
2.4x Chance of Death

# Hospitals vs. Schools

# Information Potential



Hear-Understand-  
Believe-Personalize-  
Decide

# Norms & Effective Sanctions

Social Connections =  
Visibility = Sympathy =  
Help

# Property as a Social Relationship



**AP** Associated Press AP - Tue Aug 30, 11:31 AM ET

A young man walks through chest deep flood water after looting a grocery store in New Orleans on Tuesday, Aug. 30, 2005. Flood waters continue to rise in New Orleans after Hurricane Katrina did extensive damage when it

[Email Photo](#) [Print Photo](#)

**RECOMMEND THIS PHOTO** » Recommended Photos  
Recommend It: Average (138 votes)



3:47 AM ET

Two residents wade through chest-deep water after finding bread and soda from a local grocery store after Hurricane Katrina came through the area in New Orleans, Louisiana. (AFP/Getty Images/Chris Graythen)

[Email Photo](#) [Print Photo](#)

**RECOMMEND THIS PHOTO** » Recommended Photos  
Recommend It: Average (211 votes)



#### RELATED

• Katrina's Effects, at a Glance AP - Tue Aug 30, 1:26 PM ET

[Hurricanes & Tropical Storms](#)

# Authority Relations

	Regular Tasks	Non-Regular Tasks
Old Structure	Established Organizations (Normal Job)	Extending Organizations (Different Work)
New Structure	Expanding Organizations (More Help)	Emergent Organizations (Start Ups)

# Appropriate Social Organization



# Intentional Organizations

What Do First  
Responders &  
Emergency  
Management Do?

“Get the Cash  
Registers Ringing”

# Resiliency

“Get the Schools Open  
Now!”

Peter Sandman

# *Dilemmas in Emergency Communication Policy*

# Candor vs. Secrecy... or vs. Misleading Statements



Candor vs. Secrecy...  
or vs. Misleading  
Statements

Speculation vs. Refusal  
to Speculate...or vs.  
Treating Speculation as  
Fact

Speculation vs. Refusal  
to Speculate...or vs.  
Treating Speculation as  
Fact

# Tentativeness vs. Confidence

# Tentativeness vs. Confidence

Being Alarming vs.  
Being Reassuring

Being Alarming vs.  
Being Reassuring

Being Human vs.  
Being Professional



Being Human vs.  
Being Professional

Being Apologetic vs.  
Being Defensive...or vs.  
Being Forward Looking

Being Apologetic vs.  
Being Defensive...or vs.  
Being Forward Looking

# Decentralization vs. Centralization

# Decentralization vs. Centralization

Democracy & Individual  
Control vs.  
Expert Decision Making

Democracy & Individual  
Control vs.  
Expert Decision Making

Planning for Denial &  
Misery vs.  
Planning for Panic



Planning for Denial &  
Misery vs.  
Planning for Panic

Erring on the Side of  
Caution vs.  
Taking Chances

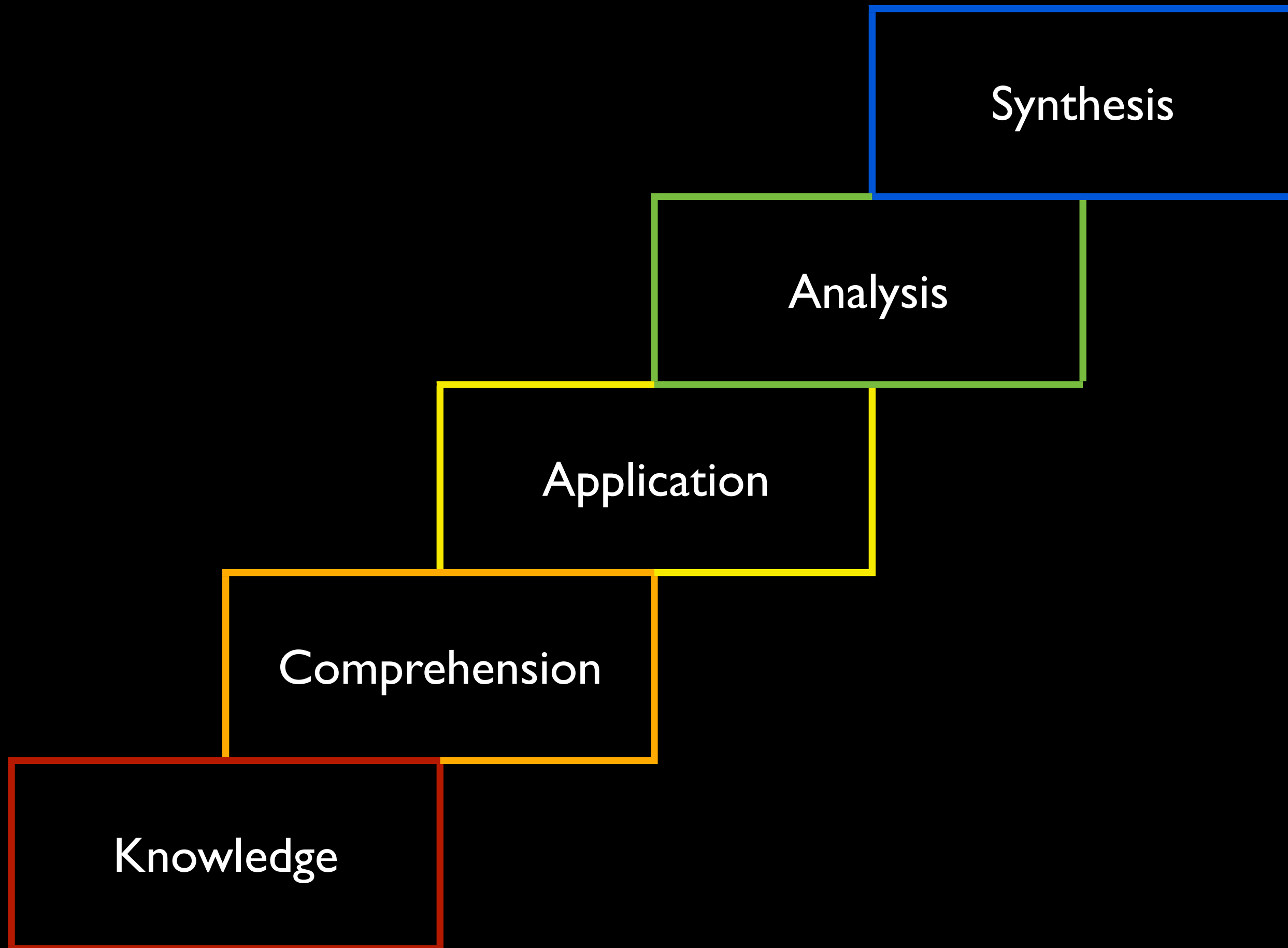
Erring on the Side of  
Caution vs.  
Taking Chances

# Three Current Thoughts

*Measurement is  
Everything*

Do You Do a Good  
Job?

No Metrics, No Money





# Arrests, Fires, & Ambulance Calls

# Public Annual Reports

Simple  
Measurable  
Achievable  
Realistic  
Time-Limited

Highly Visible Performance

Not Started

In Progress

Complete

Problem/Not Possible/External Issue

Failure is OK

How to Measure What  
Didn't Happen?

# Project Management vs. Crisis Mentality

Reduce Variance, Not  
Reduced Incidence



Objectives

Performance  
Standards

Data Sources

Simple  
Measurable  
Achievable  
Realistic Time-  
Limited

Optimal  
Acceptable  
Failure

Baseline  
Real-Time  
Aggregate  
Retrospective

# *Disaster Intelligence*

EOCs Are Self-  
Referential and  
Generally Don't Do  
Useful Things

If Your EOC Is So Vital,  
Where is Your  
Leadership?

# Who Cares About “Coordination”

Disaster Intelligence  
Should be CORE Role  
of EOCs

Intelligence is  
Undervalued

Identify Events

Gather & Categorize Information

Convert Information Into  
Intelligence

Produce Actionable Reports

Make Decisions



Intelligence Staff Gather  
and Organize Data

EOC Leaders Should  
Make Decisions

Decisions Based on  
DATA, Made at  
CONSISTENT Times,  
Based on Specific  
Elements

*Disaster Intelligence: The  
Common Operating  
Picture*

# The “Out” Product

Bottom Line, Up Front

Bias

# Sources & Ranking

# Reporting + Analysis



Geography

Weather

Physical Environment

“Weathervane”

Infrastructure

Geography

Weather

Physical Environment

“Weathervane”

Infrastructure

Incident  
Response

Response  
Domain

Community  
Domain

# Response Environment

Technical

“Weathervane”

Temporal  
Needs

Activities of  
Daily Living

Incident  
Response

Response  
Domain

Community  
Domain

# Response Environment

Technical

“Weathervane”

Temporal  
Needs

Activities of  
Daily Living

Culture

Media

Social Environment

“Weathervane”

Culture

Media

Social Environment

“Weathervane”

Biographies

Issues

Political Environment

“Weathervane”

Identify & Track  
Key Leadership

Biographies

Issues

Political Environment

“Weathervane”

Identify & Track  
Key Leadership



# Context

Look Ahead

*Disaster Intelligence: The  
Actionable Intelligence  
Report*

# The “Up” Product

# Does Date Fit Typology?



How Does Data Fit  
Into Past Events?

Are There Parallel  
Industry Analogies?

How Does the Data Fit  
Into Current Contexts?



Where Are Our  
Information Gaps?

What is Not Obvious  
About this Event?

What is the 24-Hour  
Look Forward?

What is the 72-Hour  
Look Forward?

What are the Major  
Policy Choices?

What are the Forks in  
the Road?

What are the  
Landmines?

# One-Page Policy Briefs:

BLUF Background

Goals + Objectives

Policy Choices

Risk Look Forward

Red Team Analysis



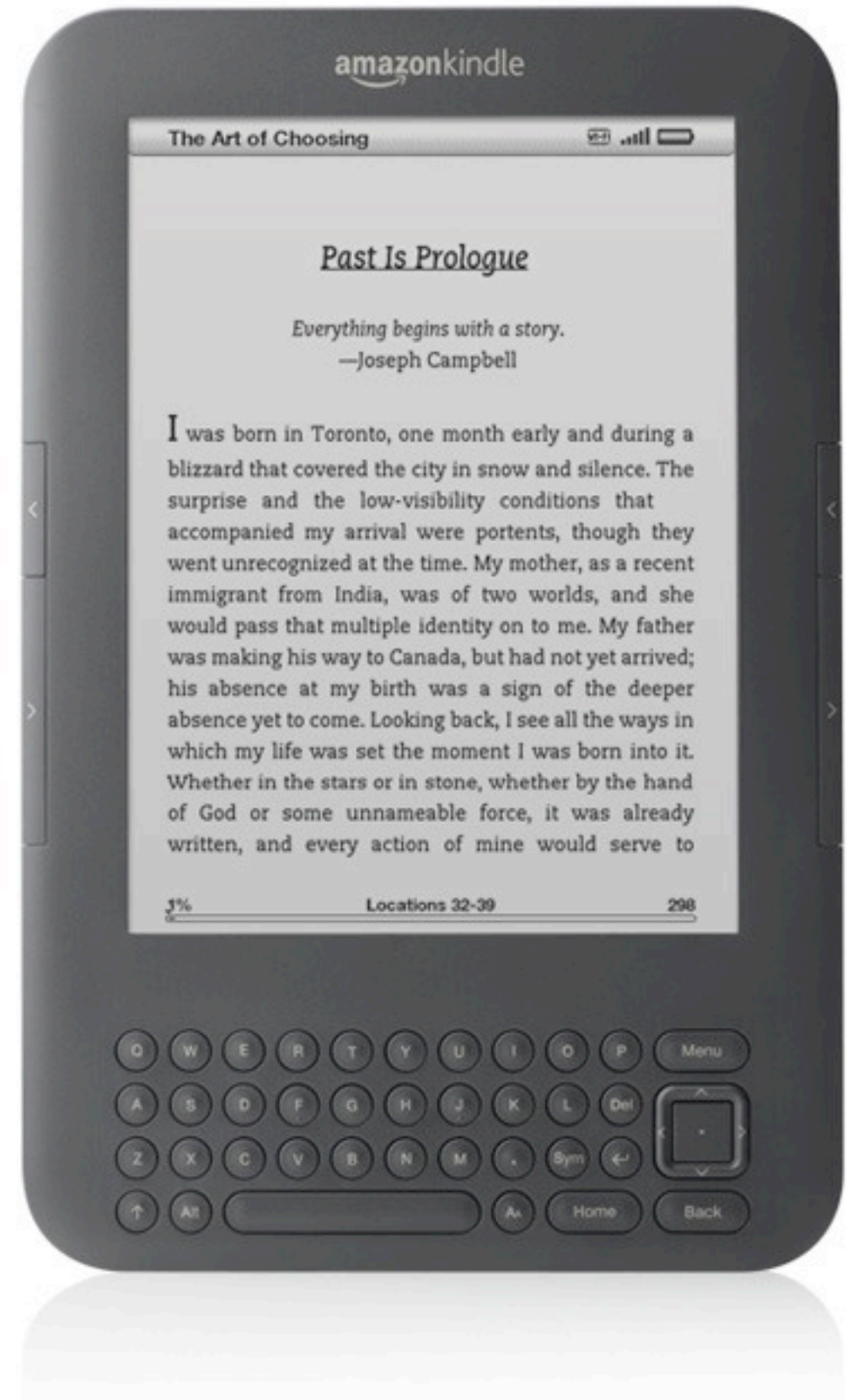
How Does the Future  
Environment Effect  
Policy Decisions?

How Does the Policy  
Decision Effect the  
Future Environment?

# Present Policy Models

Track all Policy  
Decisions

10 Piles of 10 Coins Each  
Each Coin is One Pound  
One Pile is FAKE (Each  
Coin is 0.9 Pounds)  
Find the Fake Pile With  
ONE Measurement



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